

## Chapter 8: Worksheet mark scheme (16 marks)

- 1 Introducing change is one of the biggest problems faced by businesses. Staff often resent and resist change; give **three** reasons why this is the case. (3)

- fear of unknown
- fear of failure
- loss of income/status
- incorrect ideas about why the change is being made

- 2 In order to try to avoid conflict, effective change management involves the following processes:

- 1 education/training
- 2 communication
- 3 involving all in decision process
- 4 supporting staff
- 5 negotiate/agree
- 6 manipulation
- 7 threaten

Bumblebee Ltd is planning to make 10% of staff redundant when it buys a new machine for the factory. Apply each part of the change management process to this example. (7)

- 1 Retrain staff so they can cope with the changes.
- 2 Inform all staff of the changes, e.g. in meetings, by letter, email or with notices.
- 3 Discuss with, ask for input from, and consider points made by all staff.
- 4 Offer help to staff finding change difficult.
- 5 Enter into negotiations with staff, unions and management to agree the terms of the change.
- 6 Make the situation difficult for staff that still have objections.
- 7 Threaten to sack or demote any staff who are causing problems in the business, which may result in general loss of motivation or disruption of efficient work.

- 3 What are the **two** sets of opposing forces identified in Lewin's force-field analysis? (2)

- driving forces for change
- restraining forces against change

- 4 Define the following terms:

- a project group (2)

This is a group of various specialists needed to solve a problem.



**b** project champion.

**(2)**

This is a person assigned to support and drive a project forward. They explain the benefits of change and support the group in trying to put it into practice.